

CNO's

POSITION REPORT: 2013

POSITION REPORT: 2013 describes our progress toward the vision of the future Navy charted in CNO's **SAILING DIRECTIONS**. These **SAILING DIRECTIONS** remain the foundation for our vision, planning, and goals. Just as we rely on a position report to aid navigation at sea, **POSITION REPORT: 2013** allows us to "take a fix" on where we are today. It identifies the "course and speed" changes necessary to stay on track while countering the "set and drift" caused by emerging challenges or institutional issues that tend to take us off our intended track.

OUR POSITION

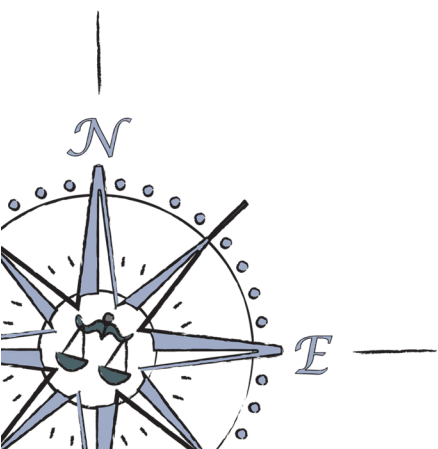
CNO's **NAVIGATION PLAN 2014-2018** clearly details our intended track, as aligned to the FY 2014 budget. Last year's position report set a course to move us down this track, though "set and drift" precluded progress in some areas. **POSITION REPORT: 2013** highlights both achievements and areas where we fell short, and it provides a recommended course to regain track.

Through the hard work of our incredible team of Sailors, Civilians, and Families, our Navy will continue to excel as we focus on our three tenets – Warfighting First, Operating Forward, and Be Ready. These shall remain the framework through which we define our progress – and the actions required to ensure we stay on track.

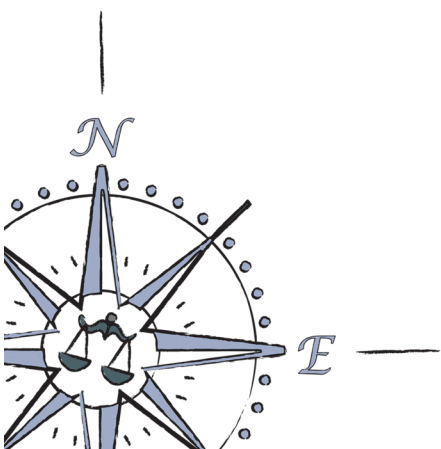
Warfighting First

- We continued to implement the Air-Sea Battle (ASB) concept to enhance and expand U.S. advantages to assure Joint access and exploit our adversaries' vulnerabilities. We demonstrated ASB in numerous Navy-Air Force exercises including "VALIANT SHIELD" and "IRON CRUCIBLE." Further, we evaluated its application during our "GLOBAL 13" wargame, which included joint partners, as well as allies such as the United Kingdom, Canada, Japan, and Australia.

- We completed the “Undersea Domain Operating Concept,” and established Commander, U.S. Submarine Forces as the lead for the undersea domain. We did not complete and implement a coherent and tangible networked approach to undersea warfare as intended, but we will continue to pursue this initiative to sustain our undersea warfare dominance.
- We accelerated electromagnetic (EM) spectrum and cyberspace capabilities in our FY 2014 budget submission. Our investments included upgraded surface ship electronic warfare and signal exploitation systems, the addition of almost 1,000 cyber operators, and the demonstration of rapid prototype projects to address emerging threats.
- We achieved significant milestones towards F-35C Lightning II fleet introduction, established the F-35C Fleet Replacement Squadron and achieved Interim Safe for Flight (ISFF) criteria.
- We promulgated revised doctrine and tactics for emissions control (EMCON), intelligence, surveillance, and reconnaissance (ISR), and electronic warfare (EW), and incorporated additional Fleet training and exercise events focused on ISR, EW, and information dominance.
- We laid the foundation with a concept of operations for Naval Integrated Fire Control-Counter Air (NIFC-CA) to guide the training and command and control necessary to implement this kill chain capability for our carrier strike groups.
- We completed the initial draft of our maritime strategy, “A Cooperative Strategy for 21st Century Seapower,” but did not publish it. We did not complete the writing and publication of the book “How We Fight,” but did complete the first draft.
- We funded new command and control equipment for disaggregated Amphibious Ready Group operations, and we also conducted multi-national amphibious exercises “DAWN BLITZ,” “BOLD ALLIGATOR,” and other experiments, to test new ideas approved by the “Naval Board” for Navy-Marine Corps operations. We did not draft, staff, and exercise new concepts to guide future amphibious operations, as intended.



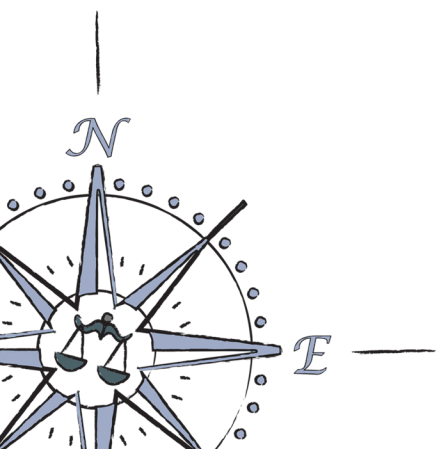
Operate Forward



- Led by an “LCS Council,” chaired by a 3-Star Admiral, we implemented a comprehensive plan of action to integrate the Littoral Combat Ship (LCS) into the Fleet. The council addressed manning increases, reliability, and warfare system upgrades to better enable LCS to operate independently and contribute to fleet operations.
- To further the vision of CNO’s SAILING DIRECTIONS toward designing and constructing proven platforms and a payload-centric approach to modernization, we established *cost* and *schedule* as requirements on par with traditional warfighting capabilities. We mandated new Navy ship and aircraft designs to identify available space, weight, power and cooling margins to accommodate evolving weapons and sensors over their service lives.
- We continued construction of the first-in-class CVN, USS GERALD R. FORD, and launched the ship in November 2013. We also launched the first-in-class USS ZUMWALT. Both are on track for delivery in 2016 and 2014, respectively.
- The X-47B unmanned aircraft successfully completed initial flight tests on the USS GEORGE H.W. BUSH, and began tactics and procedure development on USS THEODORE ROOSEVELT. We awarded contracts for preliminary design of the follow-on Unmanned Carrier-Launched Surveillance and Strike (UCLASS) vehicle.
- We improved the ability of our forces to sustainably operate forward at the maritime crossroads with relevant warfighting capability, supported by more robust “places.”
- We continue to provide flexible options to Combatant Commanders; as we continue to rebalance our forces, we have over 50 ships providing presence in the Asia-Pacific region, and over 30 ships in the Middle East.
- We developed the Optimized Fleet Response Plan (O-FRP) to establish a more manning-balanced and sustainable cycle that makes deployments more predictable, and incorporates sufficient time for maintenance and training.
- USS FREEDOM deployed to Singapore in early 2013, and we completed preparations to homeport the first two (of four) destroyers in Rota, Spain, in 2014.

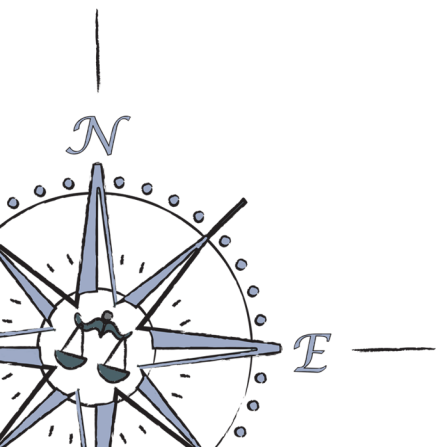
Be Ready

- We moved three additional patrol craft to Bahrain for a total of eight, began upgrading them with anti-surface missiles, and permanently homeported their crews there. We overhauled our mine countermeasures ships in Bahrain, which now carry a range of new systems that reduce notional mine clearance times by about half.
- We improved the proficiency and confidence of today's fleet with today's systems and weapons, while addressing factors that detract from safety and readiness.
- To combat sexual assault, we implemented a strategy focused on prevention, victim advocacy, investigation and accountability.
- We rigorously monitored and evaluated "Health of the Force" and implemented new processes to manage OPTEMPO of units and PERSTEMPO of Sailors. 94% of Navy units now report each Sailor's PERSTEMPO; this facilitates detailing and scheduling decisions based on impacts to individual Sailors
- We took action to improve Sailor resilience and reduce the impact of identified factors which contribute to suicide, such as lack of support during transitions.
- We established the 21st Century Sailor office to consolidate the expertise, programs and resources needed to improve Sailor readiness and manage the "Health of the Force."
- We established the Readiness Kill Chain to identify and eliminate Fleet readiness barriers and drive down cost in readiness production.
- We improved Fleet manning by filling approximately 5,000 gapped billets last year; the Fleet's seagoing billets are now 93.5% manned (fill), and we are on track to meet our goal of 95% by the end of 2013.
- The first women completed Submarine Officer warfare qualifications. We are on track to include enlisted women on ballistic- and guided missile submarines, as well as women officers on attack submarines.



OUR COURSE

Warfighting First



I will direct and closely manage the following projects to move us toward the track we described in CNO's NAVIGATION PLAN 2014-2018.

We will continue to focus on the primacy of warfighting – being able to fight and win today. To do this, we will maintain our focus on bringing exceptional capabilities to the Fleet and developing the supporting concepts of operation. We will:

- Make the EM spectrum a primary warfighting domain. Complete and implement a clear Plan of Action and Milestones to institutionalize Fleet Response Plan (FRP) changes. Increase strike group training in appropriate EM spectrum operations.
- Develop and implement new approaches to Navy-Marine Corps operations through Exercise "BOLD ALLIGATOR" 14 and smaller experiments. Develop the CONOPs to deploy Marines on platforms such as DDG, MLP, LCS, and JHSV.
- Continue integration of the F-35C into the Carrier Air Wing during its initial sea trials in August, 2014. This milestone will mark the first-ever fifth generation strike-fighter landing aboard an aircraft carrier.
- Continue establishment of the Navy's Cyber Mission Force; achieve initial operating capability for 25 cyber teams in FY14.
- Deploy the first surface ship torpedo defense system on USS GEORGE H. W. BUSH in 2014.
- Deploy the first Laser Weapons System (LaWS) on USS PONCE in the Arabian Gulf in 2014.
- Transition the first squadron to the new E-2D Advanced Hawkeye, paving the way for deployment of the NIFC-CA in 2015. Begin the transition of the second squadron mid-2014.
- Develop UCLASS CONOPS and further mature control technology with X-47B testing aboard USS THEODORE ROOSEVELT.

Operate Forward

Continue rebalancing toward the Asia-Pacific and maintain relevant forward presence around the world. We will:

- Revise and publish an updated Arctic Roadmap to describe our projection of ice coverage and activity in the region and planned actions to support security and safety in a global force deployment scheme.
- Establish routine operational and institutional engagements with the People's Liberation Army Navy (PLAN), including the Rim of the Pacific (RIMPAC) 2014, and exercises in counter-piracy, search & rescue and medical and flight operations.
- Conduct the first P-8A deployment to the Asia-Pacific in FY 2014, and complete preparations to homeport an additional attack submarine in Guam in FY 2015.
- Establish continuous deployment of Littoral Combat Ships to Singapore by forward deploying USS FORT WORTH and USS FREEDOM there during FY 2014.
- Evolve our posture in the Middle East by permanently homeporting two additional patrol craft, bringing the number of PCs in Bahrain to ten.

Be Ready

Center our efforts on providing the best training for our Sailors and continue to combat those factors which are harmful to safety and readiness. We will:

- Establish a metrics-based approach to evaluating our progress and improving our efforts to deter sexual assault.
- Continue to improve at-sea manning, further reducing gapped billets, and meeting "fit" and "fill" goals of 90% and 95% respectively.
- Institutionalize a quarterly assessment of Health of the Force and Integrated Fleet Readiness Report as authoritative statements of Navy's ability to sustain ready, forward deployed warfighting operations.

Our superb Sailors, Civilians and Families will put these projects into motion to move us "down track." Please continue to provide your feedback as we plot our course.

